

PROPOSAL PACKAGE

CC-NACE003-06

Department of the Interior

National Park Service

National Capital Parks - East

Proposal to Provide Marina Services at

Buzzard Point Marina

Within National Capital Parks - East

PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. The letter must bear original signatures and be included in the Offeror's response package. The Service will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession contract as the Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the contract. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.

To: Director
National Capital Region
1100 Ohio Dr. SW
Washington, DC 20242

Attention: NCR Concessions, Room 236

Dear Director:

The Offeror hereby agrees to provide visitor services and facilities at National Capital Parks - East in accordance with the terms and conditions specified in the Concession Contract No. NACE003-06, provided in the Prospectus issued by the public notice as listed on www.fedbizopps.gov and to execute the draft concession contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties of 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the draft concession contract, and the Prospectus, and that the Offeror has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 43 CFR Part 12 the following:

None of the individuals or entities seeking participation in this concession contract are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.

Within the three years preceding submission of the Proposal, none of the individuals or entities seeking participation in this concession contract have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

None of the individuals or entities seeking participation in this concession contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the aforementioned offenses.

The individuals or entities seeking participation in this concession contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the new concession contract:

1. To the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
2. To complete the execution of the final concession contract within thirty working days after it is presented by the National Park Service.
3. To commence operations under the new concession contract on the effective date of the new concession contract.
4. To operate under the current, Service-approved rates to visitors, until such time as amended rates may be approved by the Service.
5. To acquire the Personal Property of the existing Concessioner under the terms of the existing concession contract.
6. To resolve any dispute regarding the value of the property of the existing Concessioner in accordance with the terms of the existing concession contract and to allow the Service to participate in the Personal Property value determination in the same manner and to the same extent as provided for with respect to Possessory Interest value determinations as described in 36 CFR Part 51 Subpart H.
7. [Include only if the Offeror is not to be the Concessioner under the draft concession contract.] To provide the entity that is to be the Concessioner under the draft concession contract with the funding, management and other resources described in our proposal.

BY _____ DATE _____
(Type or Print Name)

ORIGINAL SIGNATURE _____

TITLE _____

ADDRESS _____

CERTIFICATE OF CORPORATE OFFEROR

(Offerors who are not corporations should skip this certificate)

I, _____, certify that I am the _____ of the corporation named as Offeror herein; that _____, who signed this proposal on behalf of the Offeror, was then _____ of said corporation; that said proposal was duly signed for and on behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY: _____ DATE _____

(Type or print name and date)

Original Signature

TITLE _____

ADDRESS _____

PART A

The minimum requirements for the draft concession contract are identified in this Part A of the Proposal Package. If the Offeror, in its transmittal letter, does not agree to these minimum requirements, the proposal will be considered non-responsive. A copy of Part A must be included in the Offeror's response package. (The requirements of Part B of this Proposal Package outline detailed subfactor submissions referenced in this part, as well as additional secondary selection factors.)

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA.

The Offeror agrees to comply with all terms and conditions in the contract, including compliance with all applicable laws, including, without limitation, environmental protection and conservation laws, under the terms and conditions specified in the draft concession contract.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.

1. The Offeror agrees to comply with all the terms and conditions specified in the Concession Contract, including its exhibits.
2. The Offeror agrees to operate at the current Service approved rates during the term of the Concession Contract until such time as a new rate schedule is approved by the Secretary, in accordance with 16 U.S.C. 5955. A selected Offeror may request a rate increase at any time after the selection of the best proposal is made by the Service.
3. The Offeror agrees to accept the Concession Facilities, and any assigned government personal property "as is" as required by the draft concession contract, Section 8(f).
4. The Offeror accepts the draft Operating Plan included as Exhibit B of the draft concession contract.
5. The Offeror accepts the draft Maintenance Plan included as Exhibit H of the draft concession contract.
6. The Offeror agrees to implement an equal opportunity program and comply with the terms of the equal opportunity and handicapped access requirements of the draft concession contract.
7. The Offeror agrees to develop and implement an effective health and safety program (risk management program), according to the requirements of the draft Operating Plan for such programs.
8. The Offeror agrees to meet the public liability and property insurance requirements of the draft concession contract Exhibit I and agrees to provide property and liability insurance of at least the types and levels of coverage described in the draft concession contract.
9. The Offeror agrees to accept the "Repair and Maintenance Reserve" of **four (4.0)** percent of annual gross receipts, as described in the draft concession contract as it now exists, including the administrative responsibilities associated with the funds.

PRINCIPAL SELECTION FACTORS 3 AND 4 DO NOT HAVE MINIMUM REQUIREMENTS FOR THIS PART. INFORMATION REQUIRED FOR PRINCIPAL SELECTION FACTORS 3 AND 4 IS IN PART B.

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR.

The Offeror agrees to at least the minimum Franchise Fee of **zero (0.0) percent** of annual gross receipts.

PART B

PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA. (0-5 Points)

Service Objectives

The Service's objectives under this factor are for the Offeror to protect, conserve, and preserve the Concession Facilities.

Subfactor 1a: Based upon your experience and expertise relating to the repair and maintenance of marina facilities, please respond to the following questions.¹ The Service will evaluate the thoroughness and detail of your response in grading this factor:

1. Describe how you will determine and monitor the condition of marina dock structures.
2. Outline the procedures that you will undertake for preventative, cyclic and scheduled maintenance to dock structures.
3. Describe how you will maintain or improve the standard of dock structures.
4. Describe the actions you will take to protect dock structures from unexpected damage, caused for instance by ice, flooding, or hurricanes.

¹ See Contract Exhibit H (Maintenance Plan) for definitions of maintenance, preventative maintenance and cyclic maintenance.

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0-5 Points)

Service Objectives

The Service's primary objective regarding the visitor services to be provided under the Draft Contract is for the Offeror to deliver high quality visitor services. Though many factors influence this objective, the Service has chosen to focus on the following areas:

- Cleanliness
- Responsiveness of Management
- Safety

The Service has outlined the operations standards for marina services within the draft Operating Plan. The Service is interested in understanding how the Offeror will implement these standards with respect to the above three areas of focus.

Subfactor 2a: Explain how you will ensure the cleanliness of the Concession facilities, both thoroughly and in detail. This includes the floating docks, all supporting facilities and amenities, and the area assigned to the Concession.

Subfactor 2b:

The Service desires the Offeror to be responsive to customer needs and to proactively identify and resolve customer problems or issues. Please discuss thoroughly and in detail the following:

1. How and when you will seek feedback from customers. Describe the systems and practices you will use, and how frequently you will evaluate customer satisfaction.
2. What policies and procedures you will institute to address customer concerns or complaints.

Subfactor 2c:

Please describe what actions you will undertake to provide a safe and secure environment to customers to both recreate and store their boats. At a minimum, and as described in the Prospectus, the Offeror is required to install an intrusion detection device and to secure the services of a monitoring agency. Please note that the Service does not desire, and will not favor, either the Offeror or a member of the Concession staff living on the property for security or any other purposes.

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 Points)

Subfactor 3a: Clearly outline the organizational structure you intend to use to manage and execute the services contemplated under the new contract. To the extent that support services such as purchasing or human resources will be provided by a corporate parent, you should clearly identify how this support will benefit the operation.

Complete the appropriate Business Organization Form located in this section for your organization.

Subfactor 3b:

1. The Service believes that past experience is an indication of future performance. Please provide example(s) of your experience in the operation and management of marinas. The Service will evaluate, among other factors, the length of service at the marina, and the size and scope of the operation. For each operation discussed, provide the following information:
 - Marina Name
 - Marina Location
 - Number of slips, including breakdown by size
 - Amenities and other marina services offered
 - Annual occupancy during most recently completed operating year/season
 - Annual average slip revenue achieved during most recent completed operating year/season
 - Number of years at the operation
2. Provide resumes for each of the following positions in the subsequent bullets. All resumes should be in the same format and include relevant experience, certifications (if applicable), and education. The Service will evaluate, among other factors, the length of service and its relevance:
 - Corporate officer(s)/executives with responsibility for directly supervising the general manager, if applicable
 - General Manager
 - Other full-time employees
3. The Service is interested in one or more members of the Concession staff being trained or certified as a marina manager through an organization such as the Association of Marina Industries or a similar organization. Please indicate whether the Offeror will commit to such training. If so, please state the type of training and the organization offering the training. The Service will be evaluating the comprehensiveness of an Offeror's certifications and current training.

Subfactor 3c: Under the new contract, the Offeror will be required to administer the contractually required Repair and Maintenance Reserve and undertake the Concession Facility Improvement Program (CFIP) with oversight and approval from the Service. Demonstrate your ability to manage a Repair and Maintenance Reserve and to carry out maintenance and construction related project management and administrative responsibilities by providing example(s) that describe your experience managing repair, rehabilitation, replacement and facility enhancement projects. For each example provide, at a minimum, the following information:

- Description of approval procedures, project management tools and oversight provided by you
- Scope and description of the project
- Timeline of the project
- Any changes to the original timeline, why the changes occurred and the impact to the project
- Total project cost
- Challenges encountered and methods employed for overcoming them

Subfactor 3d: Has the Offeror, parent company or any of its principals, at any time in the last five years, whether as a principal or employee of Offeror or otherwise, received any Notice of Violations (NOVs), fines, and/or penalties from the following agencies: National Park Service, Environmental Protection Agency, Occupational Safety and Health Administration, Department of Environmental Protection, or any other state, federal, or other environmental or health regulatory agencies. Include why the NOV, fine, and/or penalty was issued, date it was issued, by whom, and how the NOV, fine, and/or penalty was addressed.

**BUSINESS ORGANIZATION
PARTNERSHIP OR SOLE PROPRIETOR
(PRINCIPAL SELECTION FACTOR 3)**

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID #	
Form of Business:	
<input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Other (please describe) _____	
Years in Business	

OWNERSHIP			
Names And Addresses Of Each Partner Or Sole Proprietor	Percentage of Ownership	Current Value of Business	Role in Providing Concession Services

**BUSINESS ORGANIZATION
CORPORATION
(PRINCIPAL SELECTION FACTOR 3)**

Complete separate form for the submitting corporation and the parent corporation (include all partners in a joint venture).

Name of Entity	
Address	
Telephone Number	
Fax Number	
Email Address	
Contact Person	
Title	
Tax ID#	
State of Incorporation	
Date of Incorporation	

OWNERSHIP	NUMBER AND TYPE OF SHARES OR PERCENTAGE OF OWNERSHIP	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest or key principals of corporation		
Total of All		
Total Shares Outstanding		

CORPORATE OFFICERS AND BOARD OF DIRECTOR	ADDRESS	TITLE AND/OR AFFILIATION

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL (Scoring: 0 – 5 Points)

Note: In the event the Offeror is not the legal entity that is to be the Concessioner, provide the information described below with respect to both the Offeror, including all partners in a joint venture, and the proposed Concessioner. Also describe the Offeror's financial relationship to the proposed Concessioner.

Subfactor 4a: Demonstrate that you are financially sound and have a history of meeting your financial obligations by providing the following:

1. The completed Business Credit Information form provided at the end of this section.
2. Audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Financial statements should be provided for the offeror AND all parent companies. Personal financial statements must be provided for any owners of a sole proprietorship or general partners within a partnership.
3. A CURRENT credit report (within the last six months) from a major credit reporting company such as Equifax, Experian or Dunn & Bradstreet.

Subfactor 4b: Demonstrate your understanding of the financial obligations of the draft Contract by providing the following:

Provide your estimate of the acquisition and start-up costs of this business using the Acquisition and Start-Up Cost form included at the end of this section. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.

Subfactor 4c: Demonstrate your ability to obtain the required funds by providing the following:

Identify the source(s) of the funds estimated above. Provide compelling documentation of your ability to obtain the funds from these sources. Explain fully the financial arrangements you propose, using the following guidelines:

1. Document each source and availability of all funds with your current audited financial statements, financing agreements, letters of commitment, or similar supporting documents.
2. If funds are to be obtained from lending institutions (banks, savings and loans, etc.), include a letter (addressed to the lender and containing all appropriate bank contact information) permitting the lender to release any information to the Service concerning the financing arrangements of this opportunity. Include the contact name on the letter.

3. If funds are to be obtained from an individual, or a corporation whose primary fund source is an individual, provide the following as appropriate:
 - a. Current personal financial statement for the primary source of funds.
 - b. Documentation of any assets to be sold.

Subfactor 4d: Demonstrate that your proposal is financially viable. Using the Excel spreadsheets provided in the appendix (samples of these forms are located at the end of this section), and following the guidelines below, provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the term of the Concession Contract. The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS. In situations where the information requested departs from GAAS, the Service requests that the information be provided in the format requested and NOT in conformance with GAAS.

Additional instructions regarding the forms:

1. You may expand on the information requested on the form, but do not provide less, do not reduce the captions called for, and do not change the order of items.
2. Do not add or eliminate columns and rows on the Excel spreadsheets provided in the appendix. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. Identify the fiscal year beginning and end dates (month and day) that the offeror proposes to operate within.
3. Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to allow a reviewer to determine the basis for the estimates and make a determination of whether or not the projections are realistic.
4. Complete all of the forms provided and submit both a hard copy and an Excel spreadsheet file. Failure to provide all of the information requested on these forms may result in a reduced score. Use the form included in the electronic version of the Operating Assumptions and Prospective Income Statement form provided in the appendix. The financial basis of any projections that show significantly increased revenues and/or decreased expenses from the projections provided in the Prospectus should be fully explained.
5. State and incorporate the annual inflation rate and estimates of real growth you anticipate.
6. Labor costs should be supported by a schedule identifying the number of full- and part-time employees that will be employed. Provide the number of hours each part-time employee will work per year.

- A) If you intend to assess a Management Fee, or other form of corporate overhead and profit, you must **CLEARLY** describe what this fee is comprised of (officer salaries, human resources, accounting, marketing, profit, etc.).
- B) Only projected receipts and expenses related to the services “required” by the contract and those you choose to operate under “authorized” services are to be itemized and included in your prospective statements. Please clearly identify, by service type, all revenues associated with authorized services.
- C) Please clearly identify your estimates for personal property replacement. Please clearly and thoroughly provide your assumptions and rationale.

BUSINESS CREDIT INFORMATION
(PRINCIPAL SELECTION FACTOR 4 – SUBFACTOR 4a)

1. Has Offeror ever defaulted from or been terminated from a management or Concession Contract, or been forbidden from contracting by a public agency or private company?

? YES

? NO

If YES, provide full details of the circumstances.

2. List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure and/or Work-Out/Loan Modification Transactions during the *past 10 years*. (If none, so indicate)

Name of Property	City State	Property Type	Approximate Loan Amount	Lender	Year of Event

Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.

3. Describe any fines or penalties levied by government agencies during the past 10 years. (If none, so indicate)
4. Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the Offeror. (If none, so indicate)

Subfactor 4d

**ACQUISITION AND START-UP COSTS
(PRINCIPAL SELECTION FACTOR 4 – SUBFACTOR 4b)**

All amounts should be stated in Year 0 dollars

**Year 0
2006**

ACQUISITION COST

Possessory Interest (Buildings and Structures)	60,000
Other Property (existing)	40,000
Merchandise, Inventory and Supplies (existing)	1,000
Other (specify)	
Total Acquisition Cost	101,000

PERSONAL PROPERTY PURCHASES (NEW)

Furniture, Fixtures, and Equipment	1,000
Other (specify)	
Total Personal Property	1,000

REAL PROPERTY INVESTMENTS**LSI - qualifying ⁽¹⁾**

Initial Replacement of Real Property (CFIP)	5,000
Other (specify) ⁽²⁾	

Non-LSI qualifying

Deferred Maintenance ⁽³⁾	
Other (specify)	
Total Real Property	5,000

Soft Costs ⁽⁴⁾

Working Capital ⁽⁵⁾	1,000
---------------------------------------	--------------

Total Investment Cost	108,000
------------------------------	----------------

1. State total costs and provide schedule of what amounts are considered to be LSI eligible
2. Provide schedule of proposed investments
3. Show clearly on financial statements whether this is expensed or capitalized.
4. Bid development costs that will be capitalized
5. State only for Year 0. Show subsequent changes on Statement of Cash Flows

LSI Qualifying Real Property Investments ⁽⁶⁾

Description	Year	Total Investment Amount	Assumed LSI created
Possessory Interest	Yr 0	\$ 60,000	\$ 60,000
CFIP	Yr 0	\$ 5,000	\$ 2,500
Other (specify)	Yr X		

6. Clearly link all numbers to the Investment and Acquisition Cost Schedule and LSI line in the Statement of Cash Flows

Notes:

1. Numbers in the above table are illustrative only and do not imply the estimates made by the Service. Offerors must fill in the electronic form in the appendix with their own estimates.

Subfactor 4d

Company Name

CONCID

NACE003

Prospective Income Statement

	2007		2008		2009		2010		2011	
	\$	% Revenue	\$	% Revenue	\$	% Revenue	\$	% Revenue	\$	% Revenue
REVENUES										
Wet Slip Rental	288,000	87.8%	295,200	87.8%	302,580	87.8%	310,145	87.8%	317,898	87.8%
Dry Storage Rental	30,000	9.1%	30,750	9.1%	31,519	9.1%	32,307	9.1%	33,114	9.1%
Vending	10,000	3.0%	10,250	3.0%	10,506	3.0%	10,769	3.0%	11,038	3.0%
Other										
Total Revenues	328,000	100.0%	336,200	100.0%	344,605	100.0%	353,220	100.0%	362,051	100.0%
DEPARTMENTAL COSTS										
<i>(Cost of Sales & Direct Labor)</i>										
Marine COGS	15,900	5.0%	16,298	5.0%	16,705	5.0%	17,123	5.0%	17,551	5.0%
Vending COGS	18,000	60.0%	18,450	60.0%	18,911	60.0%	19,384	60.0%	19,869	60.0%
Wages	150,000	45.7%	153,750	45.7%	157,594	45.7%	161,534	45.7%	165,572	45.7%
Taxes and Benefits	30,000	9.1%	30,750	9.1%	31,519	9.1%	32,307	9.1%	33,114	9.1%
Total Departmental Costs	213,900	65.2%	219,248	65.2%	224,729	65.2%	230,347	65.2%	236,106	65.2%
DEPARTMENTAL INCOME	114,100	34.8%	116,953	34.8%	119,876	34.8%	122,873	34.8%	125,945	34.8%
UNDISTRIBUTED OPERATING EXPENSES										
Admin & General Payroll	5,000	1.5%	5,125	1.5%	5,253	1.5%	5,384	1.5%	5,519	1.5%
Admin & General Other	10,000	3.0%	10,250	3.0%	10,506	3.0%	10,769	3.0%	11,038	3.0%
Marketing	10,000	3.0%	10,250	3.0%	10,506	3.0%	10,769	3.0%	11,038	3.0%
Repairs & Maintenance	20,000	6.1%	20,500	6.1%	21,013	6.1%	21,538	6.1%	22,076	6.1%
Franchise Fees	3,280	1.0%	3,362	1.0%	3,446	1.0%	3,532	1.0%	3,621	1.0%
Energy & Utilities	10,000	3.0%	10,250	3.0%	10,506	3.0%	10,769	3.0%	11,038	3.0%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total Undistrib. Operating Expenses	58,280	17.8%	59,737	17.8%	61,230	17.8%	62,761	17.8%	64,330	17.8%
INCOME BEFORE FIXED CHARGES	55,820	17.0%	57,216	17.0%	58,646	17.0%	60,112	17.0%	61,615	17.0%
FIXED CHARGES										
Property Taxes	1,000	0.3%	1,025	0.3%	1,051	0.3%	1,077	0.3%	1,104	0.3%
Insurance	20,000	6.1%	20,500	6.1%	21,013	6.1%	21,538	6.1%	22,076	6.1%
Maintenance Reserve	13,120	4.0%	13,448	4.0%	13,784	4.0%	14,129	4.0%	14,482	4.0%
Other Fixed	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total Fixed Charges	34,120	10.4%	34,973	10.4%	35,847	10.4%	36,744	10.4%	37,662	10.4%
EBITDA	21,700	6.6%	22,243	6.6%	22,799	6.6%	23,369	6.6%	23,953	6.6%
Interest Expense	1,800	0.5%	1,800	0.5%	1,800	0.5%	1,800	0.5%	1,800	0.5%
Depreciation	5,300	1.6%	5,300	1.6%	5,300	1.5%	5,300	1.5%	5,300	1.5%
Amortization	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
NET PROFIT BEFORE TAXES	14,600	4.5%	15,143	4.6%	15,699	4.8%	16,269	5.0%	16,853	5.1%
Income Tax	4,380	1.3%	4,543	1.4%	4,710	1.4%	4,881	1.5%	5,056	1.5%
NET INCOME	10,220	9.0%	10,600	9.1%	10,989	9.2%	11,388	9.3%	11,797	9.4%

Notes:

1. The Gross Revenue projection must be based on rates determined by the approval methods set forth in the draft Operating Plan as well as your operating assumptions outlined on the assumption spreadsheet. **Please note that Gross Revenue does not equal Gross Receipts. Gross Receipts is defined in the Draft Contract.**
2. Numbers in the above table are illustrative only and do not imply the estimates made by the Service. Offerors must fill in the electronic Income Statement form in the appendix with their own estimates.

Subfactor 4d**Company Name****CONCID****NACE003****Assumptions****General**

Contract Start Date

Revenue Inflation

2.50%

2.50%

2.50%

2.50%

2.50%

Expense Inflation

2.50%

2.50%

2.50%

2.50%

2.50%

Revenue Build Up**2007****2008****2009****2010****2011****Wet Slip Rental**

Number of slips

100

100

100

100

100

Annual Occupancy

80%

80%

80%

80%

80%

Average Rate per foot per month

\$ 10.00

\$ 10.25

\$ 10.51

\$ 10.77

\$ 11.04

Average boat length (in feet)

30.00

30.00

30.00

30.00

30.00

Annual Revenue

\$ 288,000

\$ 295,200

\$ 302,580

\$ 310,145

\$ 317,898

Dry Storage - example only⁽¹⁾

Number of Trailers

20

20

20

20

20

Average Length

25

25

25

25

25

Average Rate per foot per month

\$ 5.00

\$ 5.13

\$ 5.25

\$ 5.38

\$ 5.52

Annual Revenue

\$ 30,000

\$ 30,750

\$ 31,519

\$ 32,307

\$ 33,114

Vending

Please list all assumptions

Other Revenue

Please list all assumptions

1. Other assumptions and methodologies may be used. Please state all assumptions clearly.

Notes:

1. The Service does not wish to be overly prescriptive as to the manner in which revenue assumptions are established and presented. While the format regarding slip rental is required, you may use your own format regarding assumptions for trailer storage, vending and any other revenue. Please detail all assumptions made, so that the Service can fully understand how your estimates are derived.
2. Numbers in the above table are illustrative only and do not imply the estimates made by the Service. Offerors must fill in the electronic version with their own projections.

Subfactor 4d**Company Name****CONCID****NACE003****Prospective Cash Flow Statement**

	Yr 0 2006	Yr 1 2007	Yr 2 2008	Yr 3 2009	Yr 4 2010	Yr 5 2011
Operating Activities						
Net Income		10,220	10,600	10,989	11,388	11,797
Adjustment to Reconcile Cash Flow						
Depreciation		5,300	5,300	5,300	5,300	5,300
Amortization		-	-	-	-	-
Gain/Loss on Sale of Fixed Assets						10,000
Change in working capital		(1,000)	(200)	(200)	(200)	1,600
Other (describe)						
Net Cash Provided by Operating Activities		14,520	15,700	16,089	16,488	28,697
Financing Activities						
Dividend						
Notes Payable		30,000				(30,000)
Other (describe)		78,000				
Net Cash Used in Financing Activities		108,000	-	-	-	(30,000)
Investment Activities						
Purchase of Possessory Interest/LSI	(60,000)					
Creation/Acquisition of New LSI	(2,500)					
Proceeds from sale of LSI						70,713
Investment in Other Property	(40,000)					32,615
Other Investments (describe)	(5,500)					6,000
Net cash used in investing activities	(108,000)	-	-	-	-	109,328
Total Cash Flow	-	14,520	15,700	16,089	16,488	108,025

Notes:

1. Numbers in the above table are illustrative only and do not imply the estimates made by the Service. Offerors must fill in the electronic version with their own projections.

PRINCIPAL SELECTION FACTOR 5. FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR (0-4 Points)

The minimum franchise fee acceptable to the Service is **zero (0.0) percent** of gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor. However, consideration of revenue to the United States will be subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

Subfactor 5a: State the franchise fee that you propose. Such fee must at least equal the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts.

_____ percent of annual gross receipts

SECONDARY SELECTION FACTORS

SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION AND PRESERVATION OF THE PARK AREA AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 points)

Subfactor 1a: The Service desires that the Concession be certified as a "Green Marina" within at least five years of the execution of this contract. The Service will favor a faster certification of the marina. Please describe the following:

- 1) The actions and activities you will undertake to achieve a Green Marina Award; and
- 2) The timeline for these actions and activities.

Detailed information on the Service's Green Marina initiative can be found in the Green Marina Guidebook located on <http://concessions.nps.gov>. This Green Marina Guidebook is also located in the Appendix to this Proposal. Please ensure that any revenue and expenses associated with your proposed activities are clearly reflected in your prospective financial statements.

SECONDARY SELECTION FACTOR 2 (0-2 points)

Recognizing that the Concession is located within an economically developing neighborhood of Washington, D.C., the Service desires to improve the overall attractiveness and appeal of the Concession. Please describe the activities you will undertake in order to achieve this objective. The Service prefers simple, inexpensive activities that will enhance the overall appeal of the Concession as place not merely to store a boat, but also to visit and recreate.

SECONDARY SELECTION FACTOR 3 (0-1 point)

The Service is interested in improving the standard, useful life and value of the marina, in general, and the dock structures, in particular. Please describe the activities you would undertake, and how you would fund these activities, in order to achieve this objective.